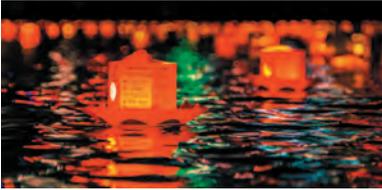




CARLSON  
GLOBAL  
INSTITUTE

YEAR IN REVIEW

2020-2021

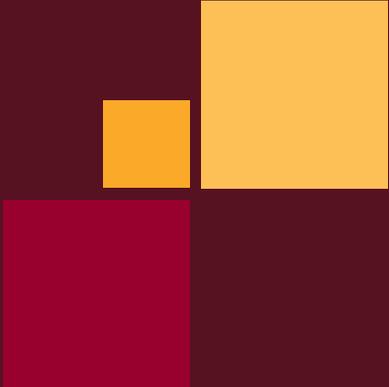


# Shaping the Future of Global Business



CARLSON SCHOOL  
OF MANAGEMENT

UNIVERSITY OF MINNESOTA



# Contents

- 1** Our Mission, Vision, and Strategic Priorities
- 2-3** Welcome from Leadership
- 4-11** Developing Globally Mindful Leaders
- 12-17** Grounded in Research and Innovation
- 18-24** Supported by a Robust Network of Key Partners

#### EDITOR'S NOTE:

*Due to limited travel in the 2020 - 2021 academic year, this issue includes photos from previous years, with permission.*

## OUR MISSION

---

To lead global management education through transformative experiences and cross-sectoral collaboration that inspire and develop future leaders.

## OUR VISION

---

To shape the future of business by advancing excellence in global management education.

## OUR STRATEGIC PRIORITIES

---

To achieve our mission, the Carlson Global Institute has established a set of strategic priorities. In collaboration with faculty, staff, and other stakeholders, we will:

**ADVANCE** the international business knowledge and intercultural competence of students through transformative and experiential education opportunities

**SUPPORT** Carlson School students to help them fully realize their international experiences through curricular and co-curricular innovations and scholarships

**DRIVE** continuous improvement, impact assessment, and advancements in the field of global management education through evaluation and research

**LEVERAGE** University resources to foster a dynamic and reciprocal network of global business leaders and institutions in Minnesota and beyond

# In this unusual year, we open with a conversation instead of a letter. Conversations have been at the heart of our work every day.

## Sri Zaheer

*Dean of the Carlson School of Management  
Elmer L. Andersen Chair in Global Corporate  
Social Responsibility*

## Hello friends,

Never have our global connections been so clear as in the past year. From the pandemic to a renewed worldwide drive for diversity, equity, and inclusion sparked by a tragedy in our own city, the work of the Carlson School has been impacted in ways we scarcely imagined at the start. It is relationships, including our many international and intercultural relationships, that have allowed us to succeed.

The Carlson Global Institute has been an essential factor in the success of the past year. Its partnerships across the school and University, in the community, and around the world are the key. Associate Dean for Global Initiatives Stephen Parente has risen to the many challenges in international education while identifying opportunities for innovation. And with his expertise in health finance and the medical industry, he has also played a role nationally and, indeed, internationally in addressing the global health crisis. Assistant Dean Anne D'Angelo has led the CGI staff, faculty, and community partners through a challenging year in which they have worked tirelessly toward the Carlson School's anti-racism work.

## Associate Dean Parente

Among our relationships that have been so important this past year are those in China. That's why I am pleased to celebrate the 20th anniversary of our China Executive MBA program

in Guangzhou, a remarkable success story with a huge network of alumni that strengthen the Carlson School. Our relatively new Global Doctor of Business Administration in Beijing is an innovation on many levels, building the profession and developing our faculty in truly exciting ways. In addition, among our newest alumni are 29 graduates who hail from our Medical Industry MBA in Shanghai. Its inaugural cohort included the highest percentage of women of any previous MBA program at the Carlson School.

## Assistant Dean D'Angelo

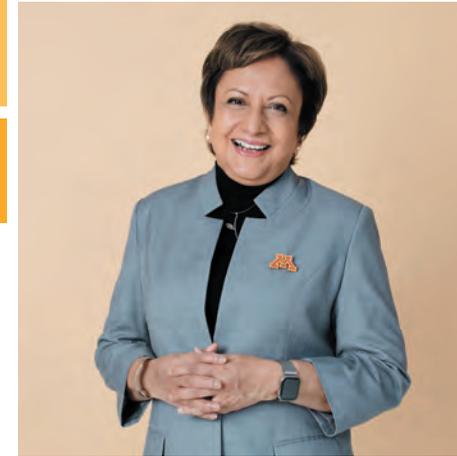
Innovation has been a hallmark of the year on so many levels. The pivot from in-person to online classrooms, creating new courses for our students to fulfill their International Experience, and developing the new Carlson Global Index have taken creative thinking and commitment—most of it worked out through conversations on Zoom. I am so proud of our faculty, our staff, and all of our partners. But I am most grateful for their open-hearted embrace of the Carlson School's anti-racism work and willingness to engage in courageous conversations.

## Dean Zaheer

In the pages ahead, you will read about all this and more. Thank you for being a partner with CGI and the Carlson School at a time so critical to the future of our community, our nation, and our world. Please join the conversation with us.

“

Never have our global connections been so clear as in the past year.



“

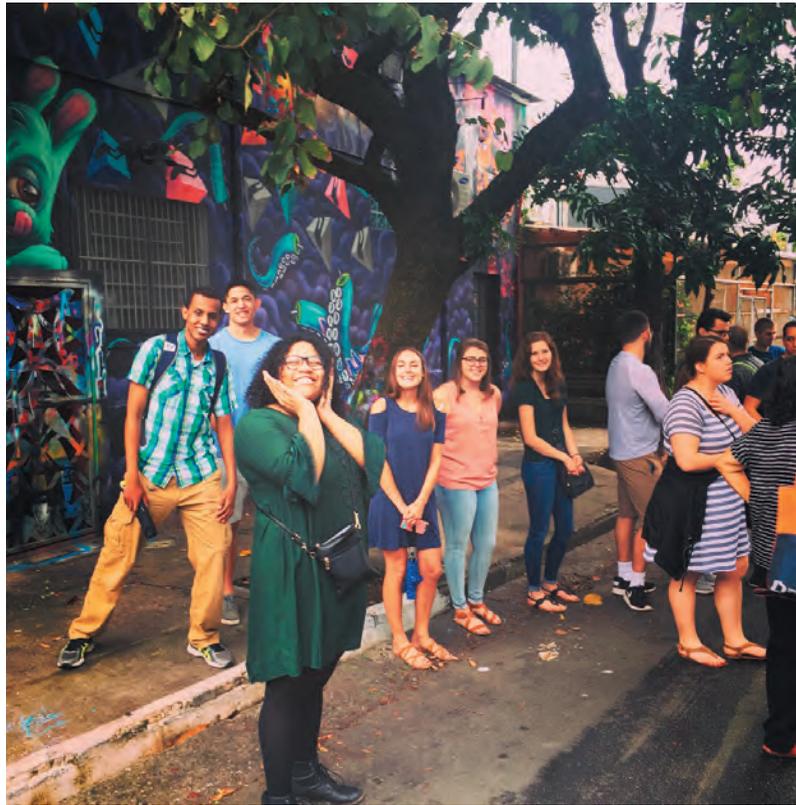
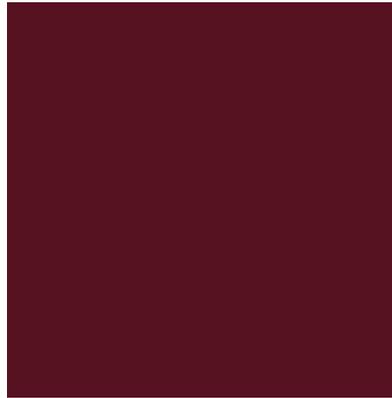
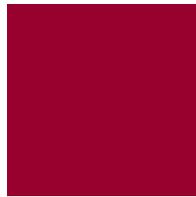
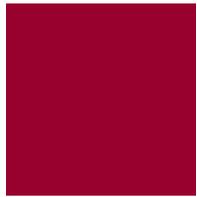
Innovation has been a hallmark of the year on so many levels.



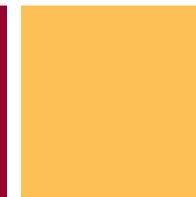
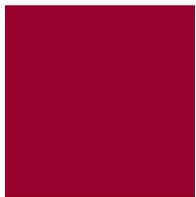
“

Among our relationships that have been so important this past year are those in China.



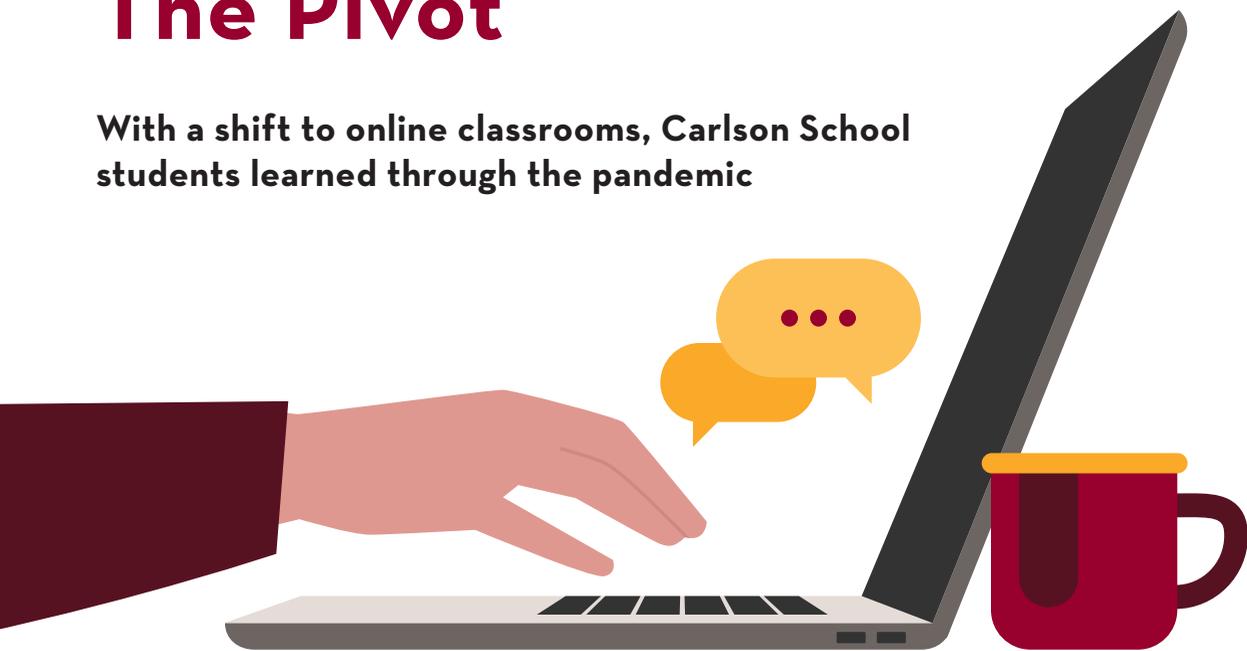


# Developing Globally Mindful Leaders



# The Pivot

**With a shift to online classrooms, Carlson School students learned through the pandemic**



Picture international learning, and travel is part of it. But this year was different. With countries all over the world shut down due to COVID-19, travel was out.

International learning is built into the Carlson School's curriculum. Leading into the 2021-22 academic year, it became clear that change would be needed on an unprecedented scale for students to stay on track toward their degrees and, for many, to graduate on time.

A mighty pivot from in-person to online learning was required. Faculty and staff like Wendy Lutter in the Marketing Department made it happen.

Lutter teaches the Global Business Practicum, a spring course offered in partnership with the SGH Warsaw School of Economics. It's a unique opportunity for Carlson MBA students to work on cross-cultural teams with students at SGH to address a business issue posed by a sponsoring company. When the lockdown occurred last year a week before departure, Lutter and her Polish counterpart transformed it on the fly.

"Many of the students were relying on the course to graduate in May, so canceling didn't seem like an option," says Lutter. "Our sponsoring company said, 'This is how we're having to meet with our clients too,' so we decided to go for it."

Lutter and her students stayed home, but they still got to conduct in-depth interviews with Polish consumers, interact with experts, and

present their results to the client—all online. And everyone graduated on time.

Summer 2020 Lutter spent redesigning her fall course. Striving for Equity in International Business grew out of her passion for gender equity and New Zealand, the first country in the world to give women the right to vote. She created an expanded line-up of speakers that included the Honorary Consul of Iceland, ranked first in the world for gender equity, and arranged engaging virtual events inspired by the original syllabus. With the former bedroom of her college-age daughter turned into a Zoom room, she found background photos related to topics for each class. She also reached out to a former student in New Zealand, sent home from Minnesota before the lockdown, and invited him to speak to the class—which he did, along with his 'mates,' including a Maori guest who spoke about Maori culture and history.

"That was one of the most successful connections culturally," says Lutter. "We had very robust conversations, and the students—about half men and half women—did a lot of case studies and complex projects comparing aspects of equity in the U.S. and another country."

Course evaluations were outstanding, and registration for the next year filled early. This spring, Lutter again taught the Warsaw practicum online successfully.

## Studying a pandemic in real time

In addition to supporting faculty in delivering their courses, CGI co-developed three unique courses to meet the Carlson School's International Experience requirement for students who couldn't travel abroad. One was a course about the pandemic itself.

Connie Wanberg, Professor and Industrial Relations Faculty Excellence Chair, co-developed and taught COVID-19, Society, and the Workplace: A Global View, blending readings and discussions on Zoom with more than a dozen guest presenters, from local and international companies to frontline workers in construction, hospitality, healthcare, and schools. What changed in their businesses and organizations? How did they react, and how has work changed?

Ben Irby, chief marketing officer for Cereal Partners Worldwide in Lausanne, Switzerland, and CGI Advisory Council member, was happy to be a guest in Wanberg's class. Formerly at General Mills, he has missed the opportunity to visit classes while abroad. This spring on Zoom, Irby spoke to students about the uptick in cereal consumption during the pandemic and how his company focused first on safety for those who make and supply the food, then on increasing production to keep it on grocery shelves. Later a student interviewed him for a paper in the class.

"I find discussions with students really

refreshing," says Irby. "Especially for those on the verge of making life decisions, I can talk about the personal side of working internationally. I hope that new ways of working open doors for more alumni to participate and give back remotely to the Carlson School."

## Lessons to shape the future

Wanberg learned a lot from teaching the course. All that scheduling of guest presenters had her on pins and needles. At the same time, she discovered new ways to use technology to design a good classroom experience.

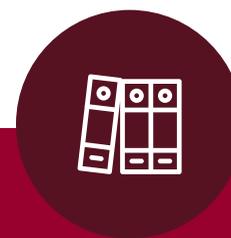
"The feedback I can give students is really amazing," says Wanberg. "I've learned a lot of new things about how to deliver a fun class online. I really appreciate how the students came through."

Wanberg and Lutter credit CGI for supporting them and their students during a year of uncertainty, crushing workloads, and innovation.

"I can just see our students' Zoom-tired faces," says Lutter. "Zoom fatigue is real! I was so proud of them because they were so engaged."

They also agree that nothing can replace the global component of in-person travel and learning.

"I believe so strongly in the power of that global component," says Lutter. "We made it work, but I can't wait to see students' faces light up when they're learning on site again!"



3

**New courses focusing on COVID and global business**



55

**Subject-matter expert guest speakers**



849

**Student advising appointments**



3

**Virtual GLOBE student events**



# A Learning Community in the Asia-Pacific Region

## The China Executive MBA program celebrates 20 years

Guangzhou, China, is a modern port with ancient roots, once connecting the Silk Road to sea trade. Illuminating the Pearl River at the southeastern coast, today it is among the world's largest port cities, a modern center of trade and transportation.

It's also the home of the China Executive MBA (CHEMBA) program, a partnership of Sun Yat-sen University's Lingnan (University) College and the Carlson School of Management. CHEMBA was among China's first approved joint degree programs with a foreign institution, and it continues to draw top executives that become outstanding alumni of both Lingnan and the Carlson School.

The two-year comprehensive business management program is designed for Chinese managers and entrepreneurs serving both the public and private sectors and is unique in two ways. First, all courses are team taught by faculty from both institutions. Second, virtual teams provide truly global learning opportunities for the students as they work on projects together with students in the Carlson School's Executive MBA

programs in Minnesota and Vienna.

The program's start was not easy or smooth. Approvals took years. CHEMBA's opening in 2001 occurred the week of the September 11 attacks, interrupting travel for Carlson School faculty. The SARS pandemic delayed graduation of the first cohort by six months.

This year, CHEMBA celebrates 20 years and is going strong. COVID-19 failed to delay students' progress. Graduates hold important positions in *Fortune* Global 500 companies and in all sectors and regions of China. They have also become generous philanthropists.

### Creating a learning community

As the Carlson School dean from 1991 to 2001, David Kidwell built a global business school. His vision included joint degree programs with strong peers in key locations. With partners in Eastern and Western Europe, the Carlson School was looking for a partner in East Asia.

“  
**We had to have what Dean Kidwell called a 'learning community' mindset... We are learning together, not just teaching.**”

MAHMOOD ZAIDI

China was selected based on consultation with the business community, faculty, and alumni, and factors including University ties dating to 1914 and a dynamic China Center. Serving on the China Center advisory council was Professor Mahmood Zaidi, then the Carlson School's director of international programs. In China, Zaidi applied his experience from building the Warsaw program.

Established in 1888, Lingnan was recommended by a Carlson faculty member impressed by the strength of its alumni relations. And the Guangzhou region was where the private sector reignited after China reopened to the West. In 1997, Dean Kidwell and Professor Zaidi met with Dean Yuan Shu to discuss a program and establish an agreement.

“David Kidwell and I shared the outlook in 2001 that the program would have students from, and impact in, not only China but the Asia-Pacific region,” Dean Shu remembers. Offering the program in English would make it widely accessible.

The Carlson School's success with the Warsaw program became a crucial factor in gaining approval from China's Ministry of Education.

As academic director of the new program, Zaidi assisted with recruitment. That included knocking on the doors of American companies operating in China, which had a stake in developing their talent. Soon the program filled. Faculty from each institution worked together to develop the courses.

“We had to have what Dean Kidwell called a 'learning community' mindset,” says Zaidi. “We are learning together, not just teaching.”

In the second year of each cohort, students were selected from Carlson's four executive MBA programs—in China, Warsaw, Vienna, and Minnesota—to form virtual teams. Without meeting in person, they developed a comprehensive business plan to promote a product or service in a new market. At the end, they gathered on the University of

Minnesota's Twin Cities campus to present their recommendations in person to faculty from all four programs, take classes, visit U.S. companies, and experience commencement together.

Student satisfaction was strong, and CHEMBA improved. For six consecutive years it was rated Best Leadership in Cooperative EMBA in China. It continues to be highly ranked in China and worldwide.

### A shared future

The vision of Deans Kidwell and Shu for a program to serve the Asia-Pacific region has been realized. CHEMBA has enjoyed the support of the business communities in China and the United States, and graduates have been successfully meeting the needs for qualified managers and entrepreneurs in both the public and private sectors. Experienced entrepreneurs and executives from around the world are now alumni making a difference.

Freeman Shen, EMBA '03, is the founder, chairman, and CEO of WM Motor, an emerging leader in electric vehicles in China. He was part of the first CHEMBA cohort after completing a master's in engineering in California. Shen excelled in *Fortune* 500 companies based in North America and Europe, including Fiat and Volvo, before leaving a well-paying job to start WM Motor in 2015.

“Learning is lifelong,” says Shen. “[In CHEMBA, I learned to] dare to step out of the comfort zone and challenge myself to catch up with changing socioeconomic needs.”

Alumni give back in many ways. CHEMBA's seventh class established the Mingling Education Fund devoted to building educational infrastructure in poor areas, such as donating a primary school in Hunan in 2009. The Lingnan Foundation sponsors an annual full-day forum as part of the Association of American Colleges and Universities annual meeting; Carlson School Dean Sri Zaheer spoke on U.S.-China economic development collaboratives in 2020.

“Society will need more managers with professional expertise and international perspectives,” says Lingnan Dean Lu Jun. “CHEMBA will continue to attract talent. At the same time, the two cooperating schools are developing, building high-end networks, exploring social resources, and building platforms for sharing ideas and resources. I am fully confident in the future of this program.”

# Crafting a Global Career

## The Carlson School experience led Melanie Vossberg to fulfill her dream of working abroad

Melanie Vossberg, BSB '17, joined the innovation team of Nielsen in Chicago a few weeks after graduation. With a double major in marketing and international business, it was no secret she hoped to work abroad someday. This April, her dream came true when Vossberg moved to Amsterdam on a transfer to NielsenIQ Europe. She's now conducting marketing research on a global team across London, Paris, Brussels, and Warsaw to help brands launch products around the world.

"Working with such a diverse team is exciting," she says. "I'm learning and adjusting."

Vossberg draws a straight line from the Carlson School to her success. As an undergraduate, she gained her first experience abroad in a semester exchange program at Wirtschaftsuniversität Wien in Vienna, Austria, as a sophomore. She studied hard in the classroom, then used every chance she got to explore Europe. That was when she discovered Amsterdam.

Back on campus, Vossberg got involved with GLOBE, a student-led organization that provides support to international students at the Carlson School, and eventually served as GLOBE president. She graduated with a 3.81 GPA and was named "B-Week Student of the Year" for her many activities to support the Carlson School community. Now she's reconnecting with people she met while studying in Vienna and through GLOBE.

Pottery and ceramics have been an important hobby for Vossberg since high school in Chaska.

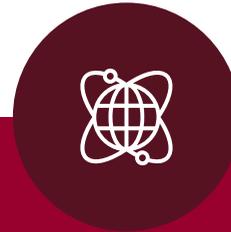
"I took classes at the U, then joined a studio in Chicago, and now belong to a studio in Amsterdam," she says. "It's a great stress reliever and a great way to meet new people."

One of her favorite things is waking up to have coffee with a view of Amsterdam's beautiful canals.



# Carlson Global Institute Footprint

Exchanges • Faculty-led Programs • Global Executive MBA •  
Co-sponsored Programs • Internships



**774** STUDENTS COMPLETED THE INTERNATIONAL EXPERIENCE  
521 UNDERGRADUATE | 253 GRADUATE



**270** EDUCATION ABROAD SCHOLARSHIPS AWARDED



**79** GRADUATING EXECUTIVE MBA STUDENTS  
29 MEDICAL INDUSTRY MBA  
18 CHINA (CHEMBA) 32 VIENNA (VEMBA)



**13** GLOBAL ENRICHMENT COURSES OFFERED

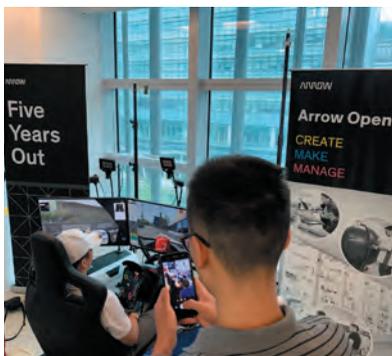


**632** INTERCULTURAL INTERACTIONS  
*Includes interactions with faculty, students, and staff; 100% of CGI short-term programs, the Carlson Funds Enterprise, the MAcc 2020 cohort, and the MHRIR practicum and cohort.*



**542** SOCIAL MEDIA POSTS

# Grounded in Research and Innovation



# Business Wisdom for a Better World

## Carlson's Global Doctor of Business Administration program empowers entrepreneurial spirit

During a week-long residency in Minnesota, students from the Carlson School's Global Doctor of Business Administration (DBA) program in China visited H.B. Fuller headquarters in Saint Paul. They were surprised when CEO Jim Owens didn't start with a formal presentation. Instead, he laid out a real business problem and asked what they would do.

"I knew they were capable people and could help me," says Owens. "Probably by example, it shows the value of the university system and why a DBA is so important."

Owens describes himself as passionate about a lot of things connected to the Carlson School's DBA program, soon entering its fifth year. One of them is interacting with students in the program, who are already top executives in China.

"The DBA matters most because China is the second-biggest economy in the world," says Owens. "There are many people driving that success, and many of them don't have formal training, including knowing how business can be a force for good."

### Pathway to the DBA

The vision of a Carlson DBA as a catalyst to benefit society has motivated Tony Haitao Cui, Professor and Ecolab-Pierson M. Grieve Chair in International Marketing and the Deputy Associate Dean for Global DBA, since 2014.

"The DBA is an innovation in business education," says Cui. "Highly successful executives have great skills and achievements, but in the form of a thesis they can share their business wisdom to improve the profession and greater society."

At the suggestion of the associate dean for global initiatives, Cui researched top universities in China as potential DBA partners. On the list was Tsinghua University in Beijing,

where Cui himself completed degrees in fluid mechanics, industrial engineering, and business administration before attending the Wharton School to focus on operations management and marketing. In 2016, Cui accompanied the associate dean to China to sign a memorandum of understanding for a DBA with Tsinghua. With the support of Dean Sri Zaheer, a curriculum committee was formed and a proposal for a four-year program was presented to the Carlson School faculty that fall. Their vote in support of the program was overwhelming.

With approval from the Board of Regents, the first cohort entered the program in 2017.

Alok Gupta, Curtis L. Carlson School-wide Chair in Information Management and professor of information and decision sciences, is the senior associate dean of faculty, research, and administration.

"At the Carlson School, we want faculty to be entrepreneurial and come up with ideas for growth," says Gupta. "I have to give CGI and Tony in particular the credit for this doctoral program, working with executives in China."

### Realizing the vision

"Although we call them students, they have multiple roles," says Cui of the DBA executives. "Each one is a book!"

Building diversity and inclusion has been a priority. While the percentage of women CEOs among U.S. *Fortune* 500 companies is 7 percent, women make up 20 percent of the current DBA cohort.

Doctoral theses in the program have included such topics as how a Chinese brand can go international, how digitizing can help companies improve decisions, and optimal locations of medical facilities for reducing the severity and impact of health outcomes in rural areas.



“  
The DBA is an innovation in business education.”



“  
The DBA matters most because China is the second biggest economy in the world.”

"Some of the most exciting theses are those trying to make social change in terms of value for economically disadvantaged people," says Gupta. He is one of the many faculty members energized by teaching and working with the DBA cohorts and supervising their theses.

By the end of this year, 83 executives have

joined the network of Carlson alumni around the world.

"Nobody should be isolated," says Cui. "It's important to have international collaborations, across countries, across continents."

# A New Tool Gets a Pulse on Global Markets

CGI created the Carlson Global Index to measure consumer attitudes about strategic topics



While the pandemic interrupted many aspects of international education and university life over the past year, innovation accelerated.

The Carlson Global Index, now in development at CGI, goes deeper, wider, and faster than existing consumer sentiment and confidence measures. Questions posed through internet polls, rather than telephone or mailed surveys, ask respondents why they feel as they do on a variety of topics. And those respondents can be anywhere in the world.

“CGI is acting as an incubator, literally beta testing with an eye to expanding,” says Associate Dean for Global Initiatives Stephen Parente. “The Index gives us a way to invite partners into this research.”

Soon after his appointment as associate dean, Parente recognized the potential for such an index for the Carlson School and its partners. He connected with former advisee Michael Ramlet, '09 BSB, founder in 2014 of Morning Consult, a data intelligence company that delivers

“  
CGI is acting as an incubator, literally beta testing with an eye to expanding. The Index gives us a way to invite partners into this research.”

**STEPHEN PARENTE**  
*Associate Dean for Global Initiatives*

insights on what people think in real time. The company disrupted traditional polling methods so effectively that its clients now include half the *Fortune* 500, with a growing global footprint.

Through conversations with Carlson faculty and CGI Advisory Council members, themes and topics emerged. Sustainability, mobility, and talent bubbled to the top, and questions were developed around each: How does sustainability enter into your purchase decisions? How likely are you to move in the next three years? What kinds of benefits does your employer offer?

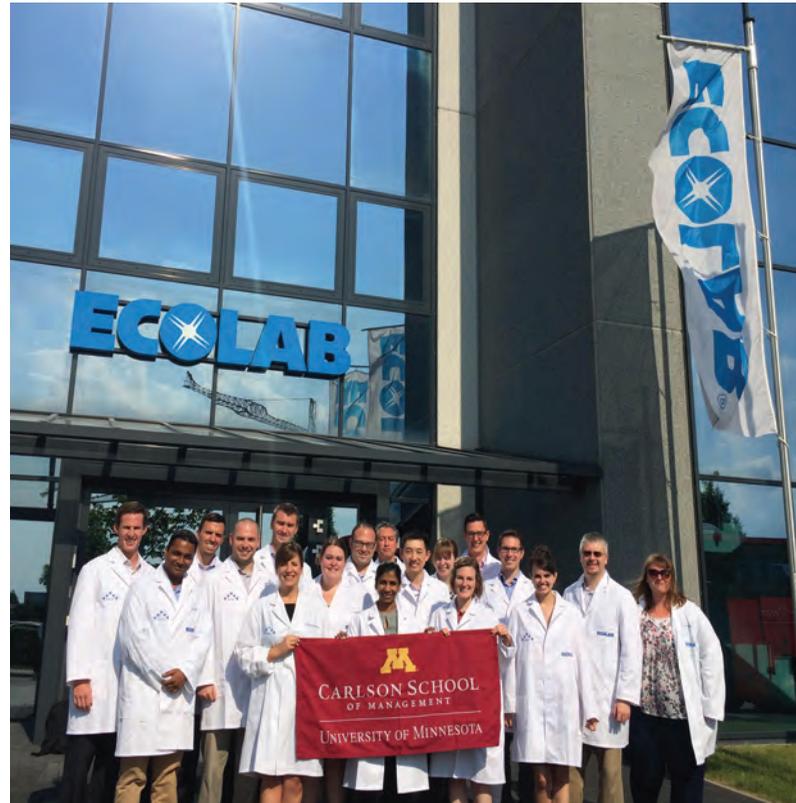
CGI Advisory Council member Yvonne Moore is a senior vice president for human resources and global markets at Ecolab.

“Sustainability is something that’s very critical on our agenda as a top company doing business in water cleaning and conservation,” says Moore. “But now every company is thinking ‘How can we do our work sustainably?’ And the talent measure is particularly comprehensive.”

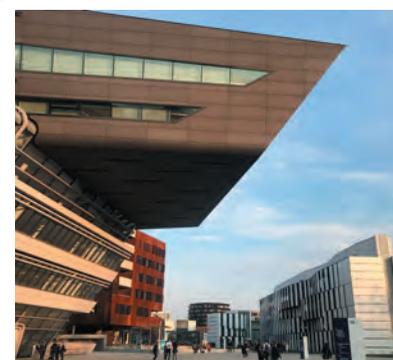
This spring, the survey was tested in six global markets: Brazil, China, Germany, India, South Africa, and the United States. It will run again in the fall to allow comparison over time.

Moore is impressed with the new tool’s methodology, flexibility, and potential.

“This is reflecting innovative thinking,” says Moore, “and it can support other innovative projects.”



# Supported by a Robust Network of Key Partners



# Partnerships for Change

In the wake of George Floyd's death, a renewed commitment to the work of diversity, equity, and inclusion



PHOTO CREDIT:  
Eric Miller, University of Minnesota



On May 25, 2020, a little more than three miles from the Carlson School, George Floyd died at the hands of Minneapolis police, filmed on video by a young bystander. The city erupted in protests that spread around the world. Carlson School students, alumni, and partners everywhere saw images of the city they knew, protests filling the streets.

Floyd's death and its aftermath lent new urgency to the work of diversity, equity, and inclusion at the Carlson School. The impact and response became a guiding force of a year already marked by the global pandemic.

Dean Zaheer swiftly convened a working group to define what it means for the school and business community to be anti-racist, then to identify what actions might align the school's mission to help move toward that goal.

CGI became part of that work. Its strong network of partnerships played a key role.

## Courageous conversations

Partnerships with faculty and staff across the Carlson School are foundational for CGI. Pervin Shroff, Frederick H. Grose Chair in Accounting and department head, is a member of the CGI Faculty Advisory Committee. She led the Dean's working group through the summer of 2020 and was so challenged and moved by the experience that she agreed to co-chair a new, ongoing Dean's Advisory Committee on Diversity, Equity, and Inclusion.

"People were in pain and we had hard, emotionally charged meetings," says Shroff. "We owe it to the Black members of the work group [last summer] that they spent the time to educate us about their perspectives and experiences, and they were open and honest about revealing their own feelings. Without that education from them, we wouldn't have made much progress."

By the end of the summer, the group had identified five strategic "pillars" of the school's diversity, equity, and inclusion efforts—student

experience, faculty and staff cultural competency, admissions and student recruitment, hiring, and community partnerships—along with recommendations in each area. That created a roadmap for the year.

Anne D'Angelo, Assistant Dean for Global Initiatives, served with Shroff on the Dean's summer working group, and she led the CGI staff in supporting DEI work throughout the year.

"Our staff committed to confronting racism," says D'Angelo. "That means learning, unlearning, and relearning. It means having courageous conversations."

Working from home and on Zoom through the pandemic, the CGI staff met throughout the year to address their own mindsets and organizational systemic racism. They worked on learning key principles of courageous conversations: stay engaged; expect to experience discomfort; speak your truth; expect and accept a lack of closure. They began to apply those principles in interactions and meetings with others, including partners around the world, where country histories vary and affect how the topics of diversity, equity, and inclusion are discussed.

The University's Office of Equity and Diversity, a key partner of CGI, provided important resources for staff and the school.

"CGI recognizes that change often starts with and is enacted by individuals as agents of change," says Michael Goh, professor and vice president for equity and diversity. "They are leading in making individual growth and professional development a priority, and in their innovative pursuit of cutting-edge models of

intercultural competence."

CGI's work on cultural competency with faculty and staff over the years, supported by a network of public, private, and university partners, became a foundation for a key pillar of the schoolwide DEI approach. Cultural competency will be integrated into the leadership and power skills that Carlson undergraduates learn, too.

Kirsten Canterbury, CGI's director of education abroad and a member of the Carlson School's undergraduate curriculum committee, became a member of the ongoing Dean's Advisory Committee on DEI and a partner in implementing student-centered changes.

Community partners stepped up, too. The CGI Advisory Council, representatives of leading local companies with international ties, shared their best practices for diversity, equity, and inclusion. They reviewed policies and processes to address unintended consequences and identified ways to improve and diversify council representation. They consulted on CGI's development of the Carlson Global Index, a tool to explore attitudes and test assumptions in other countries (see page 16).

"Because of these partnerships, CGI was well positioned to lean in and continue to lead conversations about working across cultures and globally," says D'Angelo.

## A vision for breakthrough

By spring, the Dean's Advisory Committee on DEI could report that a new course on race, power, and justice in business was in the pipeline. Faculty and staff were continuing their training for cultural competency. The Carlson School of Management Scholarship in Memory of George Perry Floyd, Jr. was established. A broad and clear framework was created to launch a three-year, \$15 million initiative for diversity, equity, and inclusion, engaging more partners in this critical work.

Much is in progress, and much remains to be done to sustain an ethical, culturally grounded, and anti-racist institution. At CGI, partnership has gained new meaning and strength toward that goal.

"We've taken important steps forward, especially in the past year," said Dean Zaheer on the first anniversary of George Floyd's death. "This work is a marathon, not a sprint, and it cannot be done alone. Each of us must step up. In doing so together we can ensure that 'business as a force for good' carries the same meaning for everyone associated with the Carlson School."

## 2020-2021 ADVISORS

### Advisory Council

#### Mesude Cingilli

Assistant Vice President Financial  
Planning & Analysis  
Federal Reserve Bank of Minneapolis

#### Julie Drysdale

Tax Principal, Transfer Pricing  
PwC

#### Gabrielle Gerbaud

Executive Director  
Minnesota Trade Office  
Chief Protocol Officer  
State of Minnesota

#### Gail Gibbs

Vice President, Human Resources  
Best Buy

#### Robert Goodall

Vice President  
Thomson Reuters

#### Trevor Gunn

Vice President,  
International Relations  
Medtronic

#### Ben Irby

Chief Marketing and Strategy Officer  
Cereal Partners Worldwide  
(Nestlé & General Mills)

#### Leah Larson

Marketing Executive

#### Patrick McGinnis

Vice President, Merchandising  
Best Buy

#### Meredith McQuaid

Associate Vice President and Dean  
of International Programs  
Global Programs and Strategy Alliance  
University of Minnesota

#### Yvonne Moore

Senior Vice President Human  
Resources Global Markets  
Ecolab

#### Joe Ramaker

Corporate Vice President, Finance  
Cargill

#### Jon Ruppel

Vice President, Workforce Experience,  
Services and Rewards  
3M

#### Kimberlee Sinclair

Senior Director, Corporate  
Communications

H.B. Fuller

Executive Director

H.B. Fuller Company Foundation

#### Sutha Sivasubramaniam

Vice President, Software Engineering  
C.H. Robinson

#### Richard Trembley

Senior Vice President,  
Global Commercial Banking  
Bank of America

#### Akinyi Williams

Co-founder, President & Chief  
Operating Officer  
Western Capital

### International Faculty Advisory Committee

#### Michelle Duffy

Professor, Vernon Heath Chair  
Department of Work and Organizations

#### Alfred Marcus

Professor, Edson Spencer Endowed  
Chair in Strategy and Technological  
Leadership  
Strategic Management  
and Entrepreneurship

#### Helen Moser

Senior Lecturer  
Finance

#### Stephen Parente

Professor, Minnesota Insurance  
Industry Chair of Health Finance  
Finance  
Associate Dean  
Global Initiatives

#### Gautam Ray

Professor  
Information and Decision Sciences

#### Rachna Shah

Professor  
Supply Chain and Operations

#### Pervin Shroff

Professor, Frederick H. Grose Chair in  
Accounting  
Accounting

#### Anne D'Angelo

Ex Officio  
Assistant Dean  
Global Initiatives

## 2020-2021 UNIVERSITY PARTNERS

Aalto University School of Business • Finland

Alliance Manchester Business School • United Kingdom

Antai College of Economics and Management • China

City University of Hong Kong • Hong Kong

Copenhagen Business School • Denmark

Escuela Superior de Administracion y Direccion de Empresas (ESADE) • Spain

Escola de Administração de Empresas de São Paulo • Brazil

ESCP Europe • France

Hitotsubashi University • Japan

Hong Kong University of Science and Technology • Hong Kong

Instituto Centroamericano de Administración de Empresas (INCAE) • Costa Rica

KEDGE Business School • France

Keio University Graduate School of Business • Japan

Leeds University Business School • United Kingdom

Lingnan (University) College at Sun Yat-sen University • China

London School of Economics • United Kingdom

National Taiwan University • Taiwan

BI Norwegian School of Business • Norway

Queensland University of Technology • Australia

Singapore Management University • Singapore

Sogang University • South Korea

Stockholm School of Economics • Sweden

Thammasat University • Thailand

Tongji University School of Economics & Management • China

Tsinghua University School of Economics & Management • China

Universidad Carlos III de Madrid • Spain

Università Commerciale Luigi Bocconi • Italy

Universidad de Chile • Chile

Université Jean Moulin Lyon 3 • France

Universiteit Maastricht • Netherlands

University College Dublin Lochlann Quinn School of Business • Ireland

University of Cologne • Germany

University of Otago • New Zealand

University of St. Gallen • Switzerland

University of Technology-Sydney • Australia

Warsaw School of Economics • Poland

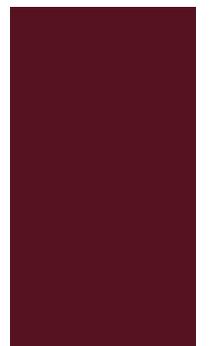
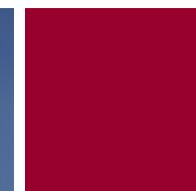
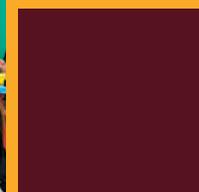
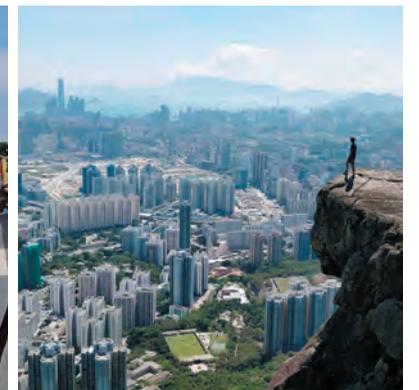
Wirtschaftsuniversität Wien • Austria

## PUBLIC AND PRIVATE PARTNERS

Carlson Global Institute activities engaged with over 50 public, private, and nonprofit organizations including these in 2020-2021.

3M  
Amegashie Law Office  
Bank of America  
Best Buy  
C.H. Robinson  
Canadian Consulate  
Cargill  
Cereal Partners Worldwide  
Coninagro  
Dar Si Hmad  
Dignity NZ  
Ecolab  
Emerald Technology Ventures  
Federal Reserve Bank of Minneapolis  
Further  
Gender Justice  
General Mills  
Goodwill-Easter Seals Minnesota  
Guapaletas  
H.B. Fuller

Honorary Consulate to Iceland Embassy  
Kepler Cheuvreux  
Läkemedelsindustriföreningen  
Lenovo  
MASEN  
Medtronic  
Minnesota Trade Office  
Natixis  
Omanhene  
Pentair  
Piper Sandler  
PwC  
Spillery Creative  
Starbucks Alsacia Coffee Farm  
Starling Bank  
Thomson Reuters  
Thrivent  
Western Capital  
World Bank Group





---

UNIVERSITY OF MINNESOTA

**Carlson Global Institute**  
**Carlson School of Management**  
University of Minnesota

321 Nineteenth Avenue South, Suite 2-210 • Minneapolis, MN 55455  
612-625-9361 • [cgi@umn.edu](mailto:cgi@umn.edu) • [carlsonschool.umn.edu/cgi](http://carlsonschool.umn.edu/cgi)

© 2021 by the Regents of the University of Minnesota. All rights reserved.  
The University of Minnesota is an equal opportunity educator and employer.

